
Enterprise Funds



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ENTERPRISE FUND SUMMARY

	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Revenues			
Permits and Fees	1,441,029	1,409,300	1,409,300
Fines and Forfeitures	1,892,895	3,069,610	2,378,000
Use of Money and Property	570,996	459,075	365,000
Charges for Services	122,040,558	123,095,515	124,341,716
Miscellaneous Revenue	217,930	135,000	1,511,361
Recovered Costs	1,921,862	1,441,600	1,341,600
Federal Aid	125,048	0	0
Other Sources and Transfers In	278,096	1,382,400	7,400
Totals	128,488,414	130,992,500	131,354,377

	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Expenditures			
Personnel Services	26,341,766	26,800,859	26,965,904
Materials, Supplies and Repairs	15,707,527	17,948,406	16,389,392
Contractual Services	15,816,772	15,679,087	15,093,147
Equipment	899,100	731,201	883,227
Department Specific Appropriation	10,051,079	18,116,349	15,015,021
Debt Service/Transfers to CIP	28,294,307	51,716,598	57,007,686
Total	97,110,551	130,992,500	131,354,377

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UTILITIES

MISSION STATEMENT

The mission of the Department of Utilities is to enhance quality of life by providing excellent and sustainable water and wastewater services at the best possible value to our customers.

DEPARTMENT OVERVIEW

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of eight divisions, is organized as follows:

Water Production: Responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city owned reservoirs and adjacent watershed properties.

Water Quality: Ensure the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.

Wastewater: Maintain and operate the sanitary sewer system that takes wastewater away from Norfolk homes, businesses, and facilities, and conveys it to treatment plants that are operated by the Hampton Roads Sanitation District (HRSD).

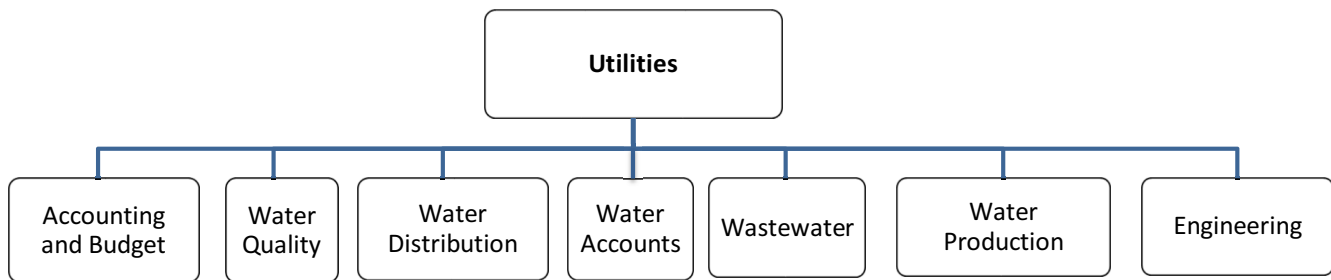
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

Water Accounts: Provide billing, collections, and response to users of Norfolk's utility system.

Engineering: Plan, design, and manage water and sewer system improvements and expansions. Responsible for overall construction oversight and project management. Prevents damage to water and sewer infrastructure by marking underground utilities. Manages the department's Capital Improvement Program and documentations for the maintenance and construction of the city's water and wastewater infrastructure.

Accounting and Budget: Responsible for the administration of the department's finance and accounting operations including the budget, accounts payable, payroll, financial reporting, contract compliance, bond issuance, capital project financing and rate setting.

Director's Office: Provides administrative, leadership and management services to the department. Provides support services such as: human resources; public relations; communications; performance tracking; grants administration; and legislative review.



ACTIONS TO ACHIEVE LONG TERM GOALS AND SHORT-TERM OBJECTIVES

The City of Norfolk Department of Utilities is a premier service provider that meets our customers' needs for affordable, dependable, and high quality drinking water and wastewater services. The department primarily supports the Priority Areas of Safe, Healthy and Inclusive Communities, Economic Vitality and Workforce Development, Environmental Sustainability, and Well-Managed Government. Actions in place to achieve these long term goals include:

Actions	Status
Tracking current and future water demand projections at the water treatment plants and monitoring per-capita water consumption region wide to support the economic vitality and quality of life.	Met
Surveying the water distribution system for leaks and replacing problematic and aging water mains to maintain and improve the water distribution system to provide safe healthy drinking water to customers.	Met
Cleaning ten percent of the wastewater collection system piping per year to provide environmentally friendly and dependable services to citizens and businesses.	Met
Producing high quality drinking water by maintaining 100 percent compliance with the Safe Drinking Water Act and by inspecting water resources properties and facilities.	Met

Priority: Economic Vitality and Workforce Development					
Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Meet or exceed minimum cleaning target (linear feet) of wastewater system annually	1,557,326	1,293,191	1,200,000	1,200,000	0

Priority: Safe, Healthy and Inclusive Communities

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well being of individuals and families through the provision of an array of programs and services

Objective

Ensure a sufficient supply of safe drinking water that meets customer's needs, provides fire protection, and promotes economic growth

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Maintain average daily amount of drinking water for all retail and wholesale customer needs (in million gallons per day - MGD)	60	59	62	62	0

Priority: Safe, Healthy and Inclusive Communities

Goal

Enhance the vitality of Norfolk's neighborhoods

Objective

Maintain the integrity of the water distribution system by staying under the national median rate of 37.8 water main breaks per 100 miles of water distribution system piping

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Maintain water distribution system integrity rate (lower value indicates better system condition)	21	19	29	29	0

REVENUE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Permits and Fees	\$1,366,023	\$1,352,279	\$1,359,300	\$1,359,300
Use of Money and Property	\$253,515	\$398,461	\$230,000	\$260,000
Charges for Services	\$78,161,954	\$79,567,657	\$77,380,800	\$78,284,000
Miscellaneous Revenue	\$227,281	\$209,066	\$135,000	\$135,000
Recovered Costs	\$1,591,069	\$1,753,208	\$1,438,000	\$1,338,000
Other Sources and Transfers In	\$42,904	\$25,397	\$1,380,400	\$5,400
Federal Aid	\$137,555	\$97,793	\$0	\$0
Total	\$81,780,301	\$83,403,859	\$81,923,500	\$81,381,700

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Personnel Services	\$16,605,633	\$16,954,570	\$17,588,524	\$17,755,085
Materials, Supplies and Repairs	\$10,689,105	\$10,972,487	\$12,631,825	\$11,320,504
Contractual Services	\$9,251,457	\$9,460,681	\$9,513,042	\$9,088,672
Equipment	\$293,821	\$526,692	\$318,510	\$365,726
Department Specific Appropriation	\$7,840,110	\$7,961,703	\$13,551,299	\$12,798,672
Debt Service/Transfers to CIP	\$16,822,561	\$14,812,140	\$28,320,300	\$30,053,041
Total	\$61,502,687	\$60,688,272	\$81,923,500	\$81,381,700

PROPOSED FY 2015 BUDGET ACTIONS

- **Implement ARMD compensation strategy** **FY 2015: \$186,222** **Positions: 0** **FTE: 0**

Implement a three-year compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) Initiative. FY 2015 implementation includes two phases. First, effective July 2014, the city's lowest paid permanent employees will receive a salary adjustment, and the compensation plan will be restructured and consolidated to provide clarity and ease of understanding. Second, effective January 2015, city employees hired prior to October 2010 will contribute five percent of their salary towards retirement and receive a corresponding five percent salary adjustment, employees in the most regionally out of market positions will receive a pay adjustment, all general and constitutional officer employees will receive a two percent general wage increase, and eligible sworn police and fire officers will receive a one-step increase.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Distribute financial management software cost** **FY 2015: \$211,649** **Positions: 0** **FTE: 0**

Distribute costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city uses to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks and controls funds, and interfaces with the performance budgeting system.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Distribute time and attendance monitoring software cost** **FY 2015: \$35,683** **Positions: 0** **FTE: 0**

Distribute time and attendance monitoring software upgrade costs to departments. Implementing PeopleSoft Absence Management will provide a reliable absence management system to determine absence accruals, forecast eligibility for past, current, and future absence events, and properly determine payment of absences.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust debt service payments** **FY 2015: \$1,732,741** **Positions: 0** **FTE: 0**

Technical adjustment to support the annual debt service payments for water related capital improvement projects.

Priority Area(s) Met: Well-Managed Government

- **Adjust operational expenses** **FY 2015: (\$1,199,881)** **Positions: 0** **FTE: 0**

Routine technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, (if applicable), payment in lieu of taxes, and material and supplies for essential operations.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funding for purchase of storehouse inventory** **FY 2015: (\$1,365,000)** **Positions: 0** **FTE: 0**

Technical adjustment to remove one-time funding provided in FY 2014 for the purchase of storehouse inventory. In FY 2014 the city implemented an efficiency initiative to close Storehouse. To facilitate this best practice, inventories were purchased from the Storehouse by Storm Water and Utilities.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust costs for Fleet expenditures** **FY 2015: (\$23,553)** **Positions: 0** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to city's retirement system** **FY 2015: (\$187,635)** **Positions: 0** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. These contributions are actuarially determined based on the funded level of the system. The overall contribution amount for the city will decrease in FY 2015 due to improvement in the funded status of NERS. Costs are distributed based on each department's NERS eligible payroll.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2015: \$67,974** **Positions: 0** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2015 for these actions. The adjustment also reflects a rate revision for Group Life insurance to 1.32 percent and updated healthcare costs which includes an overall premium increase of four percent and an update based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Water

Total (\$541,800)

Positions: 0

FTE: 0

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Accountant I	OPS010	\$33,767	\$53,979	1	0	1	1
Accountant II	OPS011	\$36,603	\$58,519	1	0	1	1
Accounting Manager	MAP012	\$58,373	\$93,316	1	0	1	1
Accounting Technician	OPS007	\$26,657	\$42,618	22	0	22	21.5
Administrative Assistant I	OPS009	\$31,179	\$49,848	1	0	1	1
Administrative Assistant II	MAP003	\$33,457	\$53,484	2	0	2	2
Applications Development Team Supervisor	ITM006	\$58,962	\$94,258	1	0	1	1
Assistant City Engineer	MAP014	\$66,608	\$106,484	1	0	1	1
Assistant Director of Customer Services & Management	SRM007	\$71,886	\$126,520	1	0	1	1
Assistant Director of Utilities	SRM007	\$71,886	\$126,520	1	0	1	1
Assistant Superintendent of Utility Division	MAP012	\$58,373	\$93,316	4	0	4	4
Automotive Mechanic	OPS009	\$31,179	\$49,848	1	0	1	1
Business Manager	MAP008	\$45,238	\$72,317	1	0	1	1
Chief of Construction Operations	MAP012	\$58,373	\$93,316	1	0	1	1
Chief Waterworks Operator	OPS014	\$46,882	\$74,947	0	8	8	8
Civil Engineer I	MAP007	\$42,525	\$67,985	3	1	4	4
Civil Engineer II	MAP010	\$51,309	\$82,024	3	0	3	3
Civil Engineer III	MAP011	\$54,706	\$87,457	2	0	2	2
Civil Engineer IV	MAP012	\$58,373	\$93,316	2	0	2	1.75
Civil Engineer V	MAP013	\$62,332	\$99,645	1	0	1	1
Collection Coordinator	MAP005	\$37,662	\$60,210	2	0	2	2
Construction Inspector I	OPS009	\$31,179	\$49,848	7	-1	6	6
Construction Inspector II	OPS011	\$36,603	\$58,519	5	0	5	5
Construction Inspector III	MAP007	\$42,525	\$67,985	2	0	2	2
Contract Monitoring Specialist	MAP005	\$37,662	\$60,210	1	0	1	1
Crew Leader I	OPS008	\$28,816	\$46,065	11	0	11	11
Cross-Connection Specialist	OPS009	\$31,179	\$49,848	2	0	2	2
Director of Utilities	EXE003	\$89,547	\$154,851	1	0	1	1
Electrician III	OPS010	\$33,767	\$53,979	3	0	3	3
Electronics Technician II	OPS010	\$33,767	\$53,979	4	0	4	4
Engineering Aide	OPS005	\$22,875	\$36,571	2	0	2	2
Engineering Manager	SRM006	\$67,468	\$118,743	1	0	1	1
Engineering Technician I	OPS009	\$31,179	\$49,848	7	0	7	7
Engineering Technician II	OPS010	\$33,767	\$53,979	4	0	4	4
Engineering Technician III	OPS011	\$36,603	\$58,519	1	0	1	1
Engineering Technician IV	OPS012	\$39,714	\$63,487	1	0	1	1
Enterprise Controller	MAP012	\$58,373	\$93,316	1	0	1	1
Equipment Operator II	OPS006	\$24,683	\$39,458	12	0	12	12

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Equipment Operator III	OPS008	\$28,816	\$46,065	9	0	9	9
Financial Operations Manager	MAP011	\$54,706	\$87,457	1	0	1	1
General Utility Maintenance Supervisor	MAP008	\$45,238	\$72,317	9	0	9	9
Maintenance Supervisor II	MAP007	\$42,525	\$67,985	1	0	1	1
Maintenance Worker I	OPS003	\$19,704	\$31,503	6	0	6	6
Maintenance Worker II	OPS004	\$21,221	\$33,928	25	0	25	25
Management Analyst I	MAP006	\$40,005	\$63,954	0	1	1	1
Management Services Administrator	SRM004	\$59,679	\$105,037	1	0	1	1
Manager of Budget & Accounting	SRM004	\$59,679	\$105,037	1	0	1	1
Messenger/Driver	OPS003	\$19,704	\$31,503	1	0	1	1
Office Assistant	OPS003	\$19,704	\$31,503	1	0	1	1
Personnel Specialist	MAP005	\$37,662	\$60,210	1	0	1	1
Programmer/Analyst III	ITM002	\$45,446	\$72,652	1	0	1	1
Programmer/Analyst IV	ITM003	\$48,468	\$77,482	2	0	2	2
Programmer/Analyst V	ITM005	\$55,207	\$88,253	1	0	1	1
Project Coordinator	MAP008	\$45,238	\$72,317	1	0	1	1
Public Information Specialist II	MAP006	\$40,005	\$63,954	1	0	1	1
Reservoir Manager	MAP005	\$37,662	\$60,210	1	0	1	1
Safety Specialist	OPS011	\$36,603	\$58,519	1	0	1	1
Senior Utility Maintenance Supervisor	OPS012	\$39,714	\$63,487	6	0	6	6
Senior Water Chemist	MAP007	\$42,525	\$67,985	3	0	3	3
Staff Technician II	OPS009	\$31,179	\$49,848	3	0	3	3
Storekeeper I	OPS005	\$22,875	\$36,571	1	0	1	1
Storekeeper II	OPS007	\$26,657	\$42,618	1	1	2	2
Storekeeper III	OPS008	\$28,816	\$46,065	2	0	2	2
Support Technician	OPS006	\$24,683	\$39,458	4	-1	3	3
Utility Construction Inspector	OPS011	\$36,603	\$58,519	1	0	1	1
Utility Customer Service Manager	SRM004	\$59,679	\$105,037	1	0	1	1
Utility Maintenance Mechanic I	OPS007	\$26,657	\$42,618	27	1	28	28
Utility Maintenance Mechanic II	OPS008	\$28,816	\$46,065	3	0	3	3
Utility Maintenance Supervisor	OPS011	\$36,603	\$58,519	12	0	12	12
Utility Operations Manager	SRM005	\$63,409	\$111,600	1	0	1	1

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Water Chemist	MAP005	\$37,662	\$60,210	4	0	4	4
Water Production Manager	SRM005	\$63,409	\$111,600	1	0	1	1
Water Quality Manager	SRM003	\$56,247	\$98,997	2	0	2	2
Water Treatment Plant Maintenance Technician	OPS008	\$28,816	\$46,065	14	-1	13	13
Water Treatment Supervisor	MAP011	\$54,706	\$87,457	2	0	2	2
Waterworks Operator I	OPS006	\$24,683	\$39,458	1	2	3	3
Waterworks Operator II	OPS008	\$28,816	\$46,065	5	-2	3	3
Waterworks Operator III	OPS010	\$33,767	\$53,979	2	1	3	3
Waterworks Operator IV	OPS012	\$39,714	\$63,487	16	-10	6	6
Total				293	0	293	292.25

WASTEWATER

REVENUE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Permits and Fees	\$74,000	\$88,750	\$50,000	\$50,000
Use of Money and Property	\$5,193	\$60,711	\$30,000	\$30,000
Charges for Services	\$24,807,344	\$25,312,396	\$27,145,700	\$28,141,000
Recovered Costs	\$9,156	\$168,654	\$3,600	\$3,600
Other Sources and Transfers In	\$21,932	\$1,756	\$2,000	\$2,000
Federal Aid	\$0	\$15,839	\$0	\$0
Total	\$24,917,625	\$25,648,107	\$27,231,300	\$28,226,600

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Personnel Services	\$5,335,859	\$5,586,764	\$5,522,165	\$5,490,697
Materials, Supplies and Repairs	\$3,023,649	\$3,238,060	\$3,111,717	\$3,139,713
Contractual Services	\$2,192,084	\$2,248,606	\$2,147,763	\$1,981,001
Equipment	\$318,586	\$323,064	\$328,101	\$388,101
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$1,901,854	\$2,216,349
Debt Service/Transfers to CIP	\$3,583,421	\$3,926,978	\$14,219,700	\$15,010,739
Total	\$15,953,599	\$16,823,472	\$27,231,300	\$28,226,600

PROPOSED FY 2015 BUDGET ACTIONS

- **Implement ARMD compensation strategy** **FY 2015: \$56,106** **Positions: 0** **FTE: 0**

Implement a three-year compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) Initiative. FY 2015 implementation includes two phases. First, effective July 2014, the city's lowest paid permanent employees will receive a salary adjustment, and the compensation plan will be restructured and consolidated to provide clarity and ease of understanding. Second, effective January 2015, city employees hired prior to October 2010 will contribute five percent of their salary towards retirement and receive a corresponding five percent salary adjustment, employees in the most regionally out of market positions will receive a pay adjustment, all general and constitutional officer employees will receive a two percent general wage increase, and eligible sworn police and fire officers will receive a one-step increase.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

• Distribute financial management software cost	FY 2015: \$75,818	Positions: 0	FTE: 0
Distribute costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city uses to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks and controls funds, and interfaces with the performance budgeting system.			
Priority Area(s) Met: Safe, Healthy, and Inclusive Communities			
• Distribute time and attendance monitoring software cost	FY 2015: \$12,288	Positions: 0	FTE: 0
Distribute time and attendance monitoring software upgrade costs to departments. Implementing PeopleSoft Absence Management will provide a reliable absence management system to determine absence accruals, forecast eligibility for past, current, and future absence events, and properly determine payment of absences.			
Priority Area(s) Met: Safe, Healthy, and Inclusive Communities			
• Adjust debt service payments	FY 2015: \$791,039	Positions: 0	FTE: 0
Technical adjustment to support the annual debt service payments for wastewater related capital improvement projects.			
Priority Area(s) Met: Well-Managed Government			
• Adjust operational expenses	FY 2015: \$167,733	Positions: 0	FTE: 0
Routine technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, (if applicable), payment in lieu of taxes, and material and supplies for essential operations.			
Priority Area(s) Met: Safe, Healthy, and Inclusive Communities			
• Adjust costs for Fleet expenditures	FY 2015: (\$20,110)	Positions: 0	FTE: 0
Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.			
Priority Area(s) Met: Safe, Healthy, and Inclusive Communities			
• Adjust required contribution to city's retirement system	FY 2015: (\$60,197)	Positions: 0	FTE: 0
Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. These contributions are actuarially determined based on the funded level of the system. The overall contribution amount for the city will decrease in FY 2015 due to improvement in the funded status of NERS. Costs are distributed based on each department's NERS eligible payroll.			
Priority Area(s) Met: Safe, Healthy, and Inclusive Communities			

• **Update personnel expenditures**

FY 2015: (\$27,377)

Positions: 0

FTE: 0

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2015 for these actions. The adjustment also reflects a rate revision for Group Life insurance to 1.32 percent and updated healthcare costs which includes an overall premium increase of four percent and an update based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Wastewater

Total \$995,300

Positions: 0

FTE: 0

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Accounting Technician	OPS007	\$26,657	\$42,618	3	0	3	3
Assistant Superintendent of Utility Division	MAP012	\$58,373	\$93,316	1	0	1	1
Crew Leader I	OPS008	\$28,816	\$46,065	15	0	15	15
Engineering Technician I	OPS009	\$31,179	\$49,848	3	0	3	3
Environmental Specialist II	OPS012	\$39,714	\$63,487	1	0	1	1
Equipment Operator II	OPS006	\$24,683	\$39,458	6	0	6	6
Equipment Operator III	OPS008	\$28,816	\$46,065	19	0	19	19
General Utility Maintenance Supervisor	MAP008	\$45,238	\$72,317	2	0	2	2
Maintenance Worker I	OPS003	\$19,704	\$31,503	3	0	3	3
Maintenance Worker II	OPS004	\$21,221	\$33,928	26	0	26	26
Senior Custodian	OPS005	\$22,875	\$36,571	1	0	1	1
Senior Utility Maintenance Supervisor	OPS012	\$39,714	\$63,487	5	0	5	5
Utilities System Technician	OPS012	\$39,714	\$63,487	1	0	1	1
Utility Maintenance Mechanic I	OPS007	\$26,657	\$42,618	7	0	7	7
Utility Maintenance Supervisor	OPS011	\$36,603	\$58,519	11	0	11	11
Total				104	0	104	104

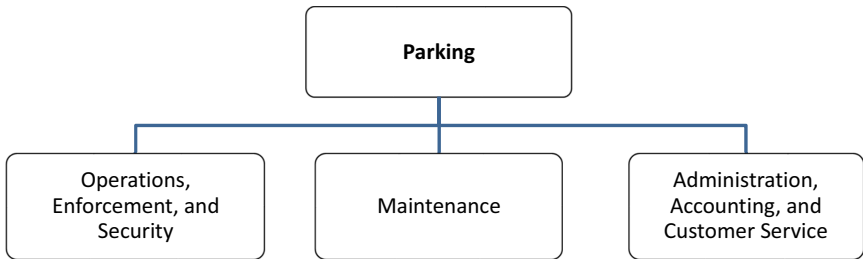
PARKING FACILITIES FUND

MISSION STATEMENT

The Division of Parking is dedicated to excellence in providing safe, convenient and affordable parking services to the residents, visitors, and businesses in Norfolk.

DEPARTMENT OVERVIEW

The City of Norfolk's Parking Division operates and maintains the city's parking system while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,000 public parking spaces located in 15 garages, nine lots and over 700 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund is part of the Department of General Services.



ACTIONS TO ACHIEVE LONG TERM GOALS AND SHORT-TERM OBJECTIVES

The Parking Facilities Fund primarily supports the priority areas of Economic Vitality and Workforce Development and Well-Managed Government. Parking's long-term goals are achieved by strong financial management, available parking assets, for example, garages and lots and innovative customer programs.

Actions	Status
Enhancing process to collect delinquent parking tickets.	Improving
Providing additional user-friendly payment options for on-street parking.	Improving
Automating parking garage payment systems to reduce operating costs.	Met
Converting garage lighting to brighter, more efficient and cost effective LED lighting.	Improving

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen Norfolk's economic base

Objective

Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Increase the percent of fines collected to maximize on-street parking	87	85	89	90	1

Objective

Expand, attract and retain businesses within Norfolk

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Increase the number of payment tickets processed by the Parking System via pay-in lane options (new measure, FY 2014)	0	0	174,672	322,140	147,468
Increase the number of spaces leased under the Parking System's Top Deck Initiative (new measure, FY 2014)	0	0	75	95	20
Maintain the number of parking violation tickets issued	58,917	56,751	56,296	60,000	3,704

Objective

Connect businesses and workers

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Increase the number of monthly parkers throughout the Parking System	8,643	8,409	8,792	8,500	-292

Priority: Well-Managed Government

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Attract and retain businesses within Norfolk by ensuring all parking facilities are accessible, clean, safe and inviting

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed	Change
Establish a baseline for percent of customers who rate parking services as meeting or exceeding expectations (new measure, FY 2015)	0	0	0	50	50

REVENUE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Fines and Forfeitures	\$2,339,126	\$1,892,895	\$3,069,610	\$2,378,000
Use of Money and Property	\$219,370	\$111,824	\$199,075	\$75,000
Charges for Services	\$17,112,733	\$17,160,504	\$18,569,015	\$17,916,716
Miscellaneous Revenue	\$164,836	\$8,864	\$0	\$1,376,361
Recovered Costs	\$8,171	\$0	\$0	\$0
Other Sources and Transfers In	\$0	\$250,943	\$0	\$0
Federal Aid	\$0	\$11,416	\$0	\$0
Total	\$19,844,236	\$19,436,447	\$21,837,700	\$21,746,077

EXPENDITURE SUMMARY

	FY 2012 Actual	FY 2013 Actual	FY 2014 Approved	FY 2015 Proposed
Personnel Services	\$3,968,192	\$3,800,432	\$3,690,170	\$3,720,122
Materials, Supplies and Repairs	\$1,441,460	\$1,496,981	\$2,204,864	\$1,929,175
Contractual Services	\$3,792,765	\$4,107,485	\$4,018,282	\$4,023,474
Equipment	\$33,651	\$49,346	\$84,590	\$129,400
Department Specific Appropriation	\$0	\$589,376	\$2,663,196	\$0
Debt Service/Transfers to CIP	\$9,727,695	\$9,555,188	\$9,176,598	\$11,943,906
Total	\$18,963,763	\$19,598,807	\$21,837,700	\$21,746,077

PROPOSED FY 2015 BUDGET ACTIONS

• Implement ARMD compensation strategy **FY 2015: \$39,769** **Positions: 0** **FTE: 0**

Implement a three-year compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) Initiative. FY 2015 implementation includes two phases. First, effective July 2014, the city's lowest paid permanent employees will receive a salary adjustment, and the compensation plan will be restructured and consolidated to provide clarity and ease of understanding. Second, effective January 2015, city employees hired prior to October 2010 will contribute five percent of their salary towards retirement and receive a corresponding five percent salary adjustment, employees in the most regionally out of market positions will receive a pay adjustment, all general and constitutional officer employees will receive a two percent general wage increase, and eligible sworn police and fire officers will receive a one-step increase.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

• Support IMPACT costs **FY 2015: \$40,000** **Positions: 0** **FTE: 0**

Distribute Norfolk Cares IMPACT Center costs to departments using the single point of contact for residents seeking information about or requesting service from the City of Norfolk. This adjustment reflects Parking's portion of the costs for support provided by the Norfolk Cares IMPACT Center.

Priority Area(s) Met: Well-Managed Government

- **Adjust debt service payments** **FY 2015: \$2,767,308** **Positions: 0** **FTE: 0**

Technical adjustment to support the annual debt service payments for water related capital improvement projects.

Priority Area(s) Met: Well-Managed Government

- **Distribute financial management software cost** **FY 2015: \$38,045** **Positions: 0** **FTE: 0**

Distribute costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city uses to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks and controls funds, and interfaces with the performance budgeting system. This adjustment reflects the portion attributable to nongeneral fund departments.

Priority Area(s) Met: Well-Managed Government

- **Distribute time and attendance monitoring software cost** **FY 2015: \$11,107** **Positions: 0** **FTE: 0**

Distribute time and attendance monitoring software upgrade costs to departments. Implementing PeopleSoft Absence Management will provide a reliable absence management system to determine absence accruals, forecast eligibility for past, current, and future absence events, and properly determine payment of absences. This adjustment reflects the portion attributable to nongeneral fund departments.

Priority Area(s) Met: Well-Managed Government

- **Adjust operational expenses** **FY 2015: (\$2,848,838)** **Positions: 0** **FTE: 0**

Routine technical adjustment for operational expenses which occurs annually. These expenses may include updates to indirect costs (if applicable), reserve for abatement, and material and supplies for essential operations.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Distribute long-term employee parking cost** **FY 2015: \$40,000** **Positions: 0** **FTE: 0**

Distribute long-term validation parking support from Central Appropriations to departments. This transfer allows city departments to monitor and coordinate employee monthly parking. This transfer also promotes working efforts to place all costs within departments to better reflect where expenditures occur.

Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2015: (\$5,291)** **Positions: 0** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

Priority Area(s) Met: Well-Managed Government

- **Adjust required contribution to city's retirement system** **FY 2015: (\$42,627)** **Positions: 0** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. These contributions are actuarially determined based on the funded level of the system. The overall contribution amount for the city will decrease in FY 2015 due to improvement in the funded status of NERS. Costs are distributed based on each department's NERS eligible payroll.

Priority Area(s) Met: Well-Managed Government

- **Update personnel expenditures** **FY 2015: (\$131,096)** **Positions: -4** **FTE: -4**

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2015 for these actions. The adjustment also reflects a rate revision for Group Life insurance to 1.32 percent and updated healthcare costs which includes an overall premium increase of four percent and an update based on enrollment. The update also includes the mid-FY 2014 restructuring of the department due to increased automation in the city's parking garages. These are routine actions which occur at the beginning of the budget cycle.

Parking Facilities Fund **Total (\$91,623)** **Positions: -4** **FTE: -4**

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Accountant III	MAP006	\$40,005	\$63,954	1	0	1	1
Accounting Technician	OPS007	\$26,657	\$42,618	7	0	7	6.8
Administrative Assistant I	OPS009	\$31,179	\$49,848	1	0	1	1
Collection Coordinator	MAP005	\$37,662	\$60,210	1	0	1	1
Crew Leader I	OPS008	\$28,816	\$46,065	2	0	2	2
Customer Service Representative	OPS004	\$21,221	\$33,928	40	-9	31	27.2
Electronics Technician II	OPS010	\$33,767	\$53,979	0	1	1	1
Enterprise Controller	MAP012	\$58,373	\$93,316	1	0	1	1
Maintenance Mechanic II	OPS008	\$28,816	\$46,065	2	0	2	2
Maintenance Supervisor II	MAP007	\$42,525	\$67,985	1	0	1	1
Maintenance Worker I	OPS003	\$19,704	\$31,503	12	-1	11	11
Maintenance Worker II	OPS004	\$21,221	\$33,928	2	5	7	7
Meter Monitor	OPS004	\$21,221	\$33,928	9	0	9	9
Painter I	OPS007	\$26,657	\$42,618	1	0	1	1
Parking Administrator	MAP009	\$48,159	\$76,993	1	0	1	1
Parking Director	SRM004	\$59,679	\$105,037	1	0	1	1

POSITION SUMMARY

				FY 2014		FY 2015	
	Pay Grade	Minimum	Maximum	Approved	Change	Proposed	FTE:
Parking Manager	MAP007	\$42,525	\$67,985	1	0	1	1
Parking Supervisor	MAP002	\$31,570	\$50,467	6	0	6	6
Software Analyst	ITM002	\$45,446	\$72,652	1	0	1	1
Total				90	-4	86	82

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